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ABSTRACT

This conference report provides a summary of the work of the Participatory Planning Conference for Rehabilitation Program Evaluation. It is organized into four major sections relating to the Rehabilitation Services Administration sub-goals of: (1) recruitment and selection; (2) restoration and training; (3) employment; and (4) capacity-building. Each of these four sections presents the problems, prioritized objectives, rationale for prioritized objectives, and projects recommended by the conference sub-groups for a particular sub-goal. Also included are a list of participants and the design of the conference. (Author)

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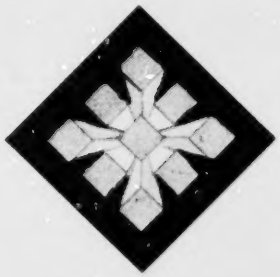

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Rehabilitation Program Evaluation:
PROBLEMS, OBJECTIVES, AND PROJECTS
A Participatory Planning Conference Report

Don K. Harrison
Juliet V. Miller

March, 1977

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ACKNOWLEDGEMENT

This participatory Planning Conference on program evaluation, held on January 10-12, 1977, was sponsored by the Rehabilitation Services Administration, and was conducted in cooperation with The University of Michigan, Rehabilitation Research Institute. The contribution of persons instrumental in planning and participating in the conference is acknowledged.

From the Rehabilitation Services Administration, appreciation is expressed to James F. Garrett, for serving as conference chairperson, and to James Taylor for serving as RSA liason.

Appreciation is expressed to the conference participants, (See Appendix A) who came to Ann Arbor on January 10-12, 1977, for providing stimulating ideas.

From The University of Michigan, Rehabilitation Research Institute, appreciation is expressed to Ronald Riggs, Assistant Professor, for providing assistance in conference coordination; Betty DeWolf for administering conference arrangements; Arlene Ridenour and Beverly Raker for providing clerical assistance; and Nancy Ballis, Robert Duguay, Chia Chih Lee, James Wargel and Robert Voogt for serving as group recorders.

INTRODUCTION

This report provides an overview of the process and results of the "Participatory Conference on Rehabilitation Program Evaluation," sponsored by the Rehabilitation Services Administration (RSA) in cooperation with The University of Michigan Rehabilitation Research Institute (UM-RRI), which was held in Ann Arbor, Michigan, on January 10-12, 1977. The goal of the conference was to generate and prioritize program evaluation objectives consistent with the emphasis of the Rehabilitation Act of 1973. These will be used to develop RSA's evaluation objectives, projects, and long range strategy.

PARTICIPANTS

The conference was attended by forty-one invited participants. This group provided representation from the Council of State Administrators of Vocational Rehabilitation (CSAVR) Committee on Evaluation, the Research and Training Centers (RTC), State Vocational Rehabilitation (VR) agencies, consumers groups, contractors, university rehabilitation counseling programs, and selected RSA Central and Regional Office staff. In spite of major blizzards throughout the country, most of those who were invited to Ann Arbor were able to arrive at the conference. A complete list of participants is enclosed (See Appendix A).

RATIONALE FOR THE CONFERENCE

On the opening morning of the conference, Dean Wilbur J. Cohen, School of Education, The University of Michigan, discussed issues related to national health and welfare. James F. Garrett, Executive Director of Research, Rehabilitation Services Administration, suggested that the considerations which follow could provide a backdrop for the work of the conference participants:

1. The conference was motivated by RSA's commitment to the participatory planning process which involves input from a variety of groups.

2. RSA is actively developing a long-term (five-year) evaluation plan based on input from the participatory planning process.

3. During the past year, participatory planning conferences were held to set priorities for research and program evaluation for FY '77, but results of these conferences indicate that the research area was developed in greater specificity than the program evaluation area.

4. The results of the conference will be used for the purpose of establishing evaluation project priorities for FY '78 and will become input for research and evaluation conferences to be conducted this year.

(a) establishing evaluation project priorities for FY'78 and (b) developing a five-year evaluation plan.

5. A broad array of objectives should be explored which may stimulate both RSA evaluation projects and other program evaluation efforts within the province of existing program authority.

THE PARTICIPATORY PLANNING MODEL

The Conference design followed a participatory planning model which includes these components: (1) identification of problem areas, (2) development of objectives for each problem area, (3) prioritiztion of objectives, (4) development of rationale for prioritization, and (5) identification of projects related to objectives. During the Conference, the first day was devoted to identification of problem areas; the second day was devoted to the development of objectives, prioritizations of objectives, and development of rationale for prioritization; and the final day was devoted to identification of projects related to objectives. Thus, by the end of the Conference, major problem areas, prioritized objectives with stated rationale, and suggested projects were specified for the area of rehabilitation program evaluation.

USE OF RSA SUB-GOALS

As a way of organizing, participants were divided into working groups, and the four RSA Sub-Goals were used as a structure for the Conference. These Sub-Goals and their definitions are:

I. Recruitment and Selection: To assure that State agencies improve the process of outreach, referral, eligibility determination and individualized client planning so that handicapped individuals receive appropriate services.

II. Restoration and Training: To improve through State agencies the program content and use of physical and mental restoration, vocational training, and other supportive rehabilitation services.

III. Employment: To improve through State agencies the process of job identification, placement, and follow-up support and assure increased opportunities for optimal employment related to the present and potential job market including homebound employment and the self-employed.

IV. Capacity Building: To improve state capacities in policy, program, and resource management so that available rehabili-

tation resources can best be utilized to achieve the program mission, goal, and sub-goals.

Conference participants were divided into four groups with each group developing problem statements, objectives and projects related to its assigned RSA Sub-Goal.

THE CONFERENCE REPORT

This Conference Report provides a summary of the work of the "Participatory Planning Conference for Rehabilitation Program Evaluation." It is organized into four major sections relating to the RSA Sub-Goals of: I-Recruitment and Selection; II-Restoration and Training; III-Employment; and IV-Capacity Building. Each of these four sections presents the problems, prioritized objectives, rationale for prioritized objectives, and projects recommended by the Conference sub-groups for a particular Sub-Goal. Also included are a list of participants (Appendix A) and the design of the Conference (Appendix B).

SUB-GOAL I

RECRUITMENT AND SELECTION

To assure that state agencies improve the process of outreach, referral, eligibility determination and individualized client planning so that handicapped individuals receive appropriate services.

Problem I: Outreach

There is a lack of data on the rate and incidence of disability, especially specific disability targeted populations, from which state agencies can determine the magnitude of service demands. Likewise, little is known about how the disabled population is informed of services or what efforts are made to provide such information. The constraints in providing information on services have not been analyzed, and states do not have standards and criteria available as a basis for measuring effectiveness in outreach efforts.

Prioritized Evaluation Objectives

Develop criteria and standards from which the effectiveness of outreach programs to various target populations can be measured and improved.

A. To determine the prevalence and incidence of need, including data on specific target populations.

B. To determine the effectiveness of the State VR agencies in acquainting the general public with rehabilitation services.

C. To determine the impact of medical, social, educational, fiscal, and political outreach systems on VR.

D. To identify constraints, e.g. geographic, time, and resource allocation in the establishment of effective outreach systems.

E. To develop and refine methods, instruments and models which can be used in improving outreach programs based on the above.

F. To determine the effectiveness of using consumer groups as a means of reaching target populations.

Rationale for Prioritization

These objectives are considered important due both to the strategic nature of its position in the service delivery system and the general lack of emphasis on evaluating these areas within state agencies. Concurrent with these and other objectives, proper consideration should be given to alternative approaches and models of utilizing significant project outcomes within rehabilitation service delivery systems.

Evaluation Projects

Project 1: Utilization of consumer groups to reach target population.

Purpose: To evaluate whether educational and referral programs of consumer groups can increase the number of appropriate referrals to VR agencies.

Approach:

A. Develop a model program of education and referral to VR agencies that can be operated by consumer groups.

B. Develop an agreement with a group of consumer agencies to operate such a program during the project period.

C. Monitor the number of acceptances and denials of services by VR to target groups.

D. Establish comparative data to measure the effectiveness of this project.

Timing: A 36 month project to be implemented in FY '78.

Project 2: Establishment of prevalence and incidence of specific vocationally disabling conditions within geographic areas.

Purpose: To identify the potential client population that might benefit from VR services.

Approach: Modify previously developed instruments to identify those individuals in need of VR services and the specific services needed.

Timing: A 36 month project. Implementation and completion dates are not specified.

Project 3: Identification of the potential client population that might benefit from VR services.

Purpose: To evaluate the success of a VR program through the identification of the potential client population which might benefit from its services.

Approach: Modify previously developed instruments for regional use, process, collect data, utilize in educational process, and assess results.

Timing: A 36 month project to be implemented in FY '78

Problem II: Referral

Information on the scope and effectiveness of the referral process is lacking, and the necessary tools and strategies to gain such information have not been developed. Identification of effective models for the referral process has been minimal, and standards and criteria for states to follow in improving referral processes have yet to be developed.

Prioritized Evaluation Objectives

A. To determine the scope and to identify and analyze the components of the referral process (e.g., decisions made, events, documentation, feedback, etc.).

B. To develop and identify tools and strategies for surveying existing referral systems.

C. To identify effective referral models.

D. To develop standards and criteria for the continued assessment of the referral process.

Rationale for Prioritization

This objective, with the new emphasis in the Rehabilitation Act of 1973 upon the severely handicapped individual, needs a broader conceptualization and implementation within the community and for the consumer. The implementation and development of effective referral models are basic considerations which are also based upon continued assessment of the process.

Evaluation Projects

Project: Evaluation of State Agency Referral Processes.

Purpose: To describe and evaluate different operating models/ methods currently used and to develop a method for evaluating referral operations in a variety of agency locations.

Approach: The major tasks involved in the completion of this project are:

A. Identify and analyze the components of the referral process (e.g., decisions made, events, documentation, feedback, etc.).

B. Develop instruments and strategies, and survey existing referral models.

C. Develop appropriate measures of effectiveness, and identify effective models.

D. Develop methods for evaluating referral activities in a variety of settings.

Timing: A 24 month project to be implemented and completed by FY '79.

Problem III: Eligibility Determination

There is a lack of knowledge on how the mix of various components in the process of determining applicant eligibility affect the outcome of the process. Adequate measurements are not available on the impact of the process of implementing regulations prescribing eligibility criteria, counselor performance, use of supporting data, client time in the process, and other factors. Thus, State agencies lack sufficient information to determine what, if any, changes or improvements need to be made in the eligibility determination process.

Prioritized Evaluation Objectives

Survey operational determinants of eligibility to identify positive and negative components.

A. To determine the effect of current eligibility requirements on acceptance of the severely handicapped into service status.

B. To determine the relationship between currently used counselor eligibility criteria and those established legislatively.

C. To determine alternative models, methods, and instruments for better eligibility determination systems.

D. To determine the impact of having eligibility determinations performed in the absence of appropriate supportive data.

E. To determine the relationship between the time required to establish eligibility and its impact on the clients acceptance of services.

F. To determine the effectiveness of various diagnostic services in establishing eligibility status.

G. To determine how the mix of clients, in terms of severity of handicap and other informal constraints, affects the relationship between benefits and cost.

Rationale for Prioritization

This objective is considered important in the light of the rehabilitation emphasis on the severely handicapped individual. It is evident that many additional problems are occurring in eligibility decisions. The responsibility of the rehabilitation counselor has been broadened, and as a result, the counselor's decision making process needs evaluation.

Evaluation Projects

Project 1: Testing alternative models, methods and instruments for determining eligibility.

Purpose: To test whether the use of personnel other than the rehabilitation counselor would affect the nature of who is determined eligible, and to also measure the impact of this change on the counselor-client relationship.

Approach: Establish a number of demonstration projects in State agencies in which a variety of personnel patterns exist for the evaluation of eligibility determinations. Examples of the varied personnel include: newly designated eligibility specialists (or intake workers); counselors whose positions have been redesignated to case manager and counselor (counselor would be a case manager except when counseling is a needed service); and office supervisors who may be used to determine eligibility. Evaluation of such demonstration efforts would provide for a comparison of new approaches/models with the traditional approaches/models, against which measurement may be made of client acceptance rates, client disability characteristics and client outcomes.

Timing: A 24 month project with additional time for evaluation that follows clients through closure.

Project 2: Comparison of counselor eligibility decisions with legislative eligibility criteria to determine appropriate response to the recent General Accounting Office (GAO) and the Department of Health, Education, and Welfare (HEW) audit findings which specified problems in eligibility decision-making.

Purpose: To determine if counselors use criteria which is different from legislative criteria for eligibility, and to determine if counselor decision making or legislative criteria need to be changed.

Approach: Develop survey instrument which probes the specific interpretations of the legislation and regulations by counselors, auditors, other rehabilitation personnel, and selected legislative staff to determine where there is consensus or lack of consensus among these groups. Analysis of the survey data should lead to identification of differences and reasons for differential interpretations.

Timing: A 6 month project.

Project 3: Evaluation of the effect of time delays in establishing eligibility on clients' decisions to enter into VR Services.

Purpose: To determine whether there is a differential rate at which clients successfully enter into and complete services which is related to the time required to move from referral status to acceptance (Studies of this nature have been done in individual state agencies, but the impact is not clear; evaluation across several state agencies may have broader impact).

Approach: Establish demonstration project(s) in which client eligibility decisions are completed within one month (30 calendar days). Obtain contractor services to develop monitoring instruments and to compare demonstration applicants with non-demonstration applicants in terms of entry into the program and successful completion of the program.

Timing: a 12 month project.

Problem IV: Individualized Client Planning

Recent legislation requires joint planning by the counselor and the client which results in an individualized written rehabilitation plan (IWRP). States are also experimenting with Client Assistance Projects (CAP) as a means of increasing the effectiveness of rehabilitation plans for individual clients. It is not known, however, whether the IWRP of CAP's are effective methods leading to improved service delivery for either the total client population or for specific disability groups. In addition, little is known about the structure or effect of public or private resources on the development of individual client plans or their implementation.

Prioritized Evaluation Objectives

Assess the IWRP process and alternative methods of developing client plans to determine the most effective method for insuring joint planning with individual clients.

A. To determine counselor effectiveness in developing individual client programs and involving the client in planning the IWRP.

B. To determine the impact of the client assistance/advocacy approach to increasing the effectiveness.

C. To determine whether the IWRP is equally effective for different client disability groups.

D. To determine the effect of the IWRP on the service delivery system.

E. To determine the effect of the client assistance/advocacy approach on (1) the role and function of the counselor and (2) the service delivery system.

F. To determine the effectiveness of the IWRP process in state agencies operating their own facilities versus those state agencies privately operated facilities.

Rationale for Prioritization

This objective's importance is based on a newly added and important item in the service delivery system called the IWRP. The IWRP is still in the process of explication within the service delivery system, and it needs to be evaluated to determine its impact upon the improvement of the client's involvement at all stages of the service delivery system.

Evaluation Projects

Project 1: Evaluation of the IWRP in terms of its effect on counselor attitudes, different client groups, and different state agencies.

Purpose: To determine the effectiveness of counselors' ability to involve clients in the development of individual plans; to determine whether the IWRP is equally effective for different client groups (especially the mentally ill and mentally retarded); and to determine whether the IWRP is equally effective in state agencies using their own versus private facilities.

Approach: Examine existing reviews and studies, such as the audit exceptions and RSA's Program Administrative Review (PAR), to identify findings related to the IWRP's effectiveness and its deficiencies in the process. Based on these findings, design protocols for further exploration of causes for deficiencies and reasons for variation in effectiveness among different clients and agencies. Administer these protocols in a sample of state agencies, to identify possible improvements in the IWRP process which can make it effective for client groups with special needs and for state agencies of varying structures of service delivery.

Timing: A 12 month project.

Project 2: Evaluation of client assistant/advocacy approaches for increasing effectiveness of individualized planning.

Purpose: To determine whether current client assistance projects as an example of an advocate process are involving clients in the planning process; and to determine whether they are having a positive or negative effect on client-counselor relationships and on the service delivery system.

Approach: Obtain a sample of clients and their counselors (1) who have participated in direct assistance projects and (2) who have not been involved with such projects, and collect data and compare the two groups on: satisfaction with the planning process; degree to which planned services were delivered; types of service delivered; and outcome of the clients' services.

Timing: A 12 month project.

SUMMARY OF PRIORITIZED LISTING OF PROJECTS, RATIONALE, AND TIMING FOR SUB-GOAL I: RECRUITMENT AND SELECTION

1. Project: Evaluation of counselor eligibility decisions in terms of legislative eligibility criteria.

   Problem III - Eligibility Determination - Project 2

   Rationale: Designating who will receive services is most important, and counselor decisions are the most important component in that consideration.

   Timing: 1978

2. Project: Testing alternative models, methods, and instruments for determining eligibility.

   Problem III - Eligibility Determination - Project 1

   Rationale: Examining models seems to be one of the best means of determining control of entry.

   Timing: 1978

3. Project: Determining the incidence and prevalence of vocationally disabling conditions.

   Problem I - Outreach - Project 2

   Rationale: Identifying the people and population which would benefit from VR services and has an "across-the-board" applicability should be accomplished.

   Timing: 1978

4. Project: Evaluation of how time delay in establishing eligibility affects entry.

   Problem III - Eligibility Determination - Project 3

   Rationale: Evaluating the effect of delay of eligibility determination and its effect on the client is important to improving service delivery systems.

   Timing: 1979

5. Project: Evaluation of IWRP efectiveness.

   Problem IV - Individualized Client Planning - Project 1

Rationale: Evaluation of the effectiveness of individual client planning mechanisms which have been legislatively required is needed.

Timing: 1979

6. Project: Evaluation of client assistance/advocacy approach.

Problem IV - Individualized Client Planning - Project 2

Rationale: Examining client advocacy (already in place) to see if it should be continued and/or expanded should be accomplished.

Timing: 1980

7. Project: Evaluation of state agency referral process.

Problem II - Referral - Project 1

Rationale: Evaluating the referral process presents an on-going need.

Timing: 1981

8. Project: Evaluation of the use of consumer groups in outreach.

Problem I - Outreach - Project 1

Rationale: Investigating how consumer groups might be used as an additional outreach mechanism needs exploration.

Timing: 1982

SUB-GOAL II

RESTORATION AND TRAINING

To improve through State agencies the program content and use of physical and mental restoration, vocational training, and other supportive rehabilitation services.

Problem I: Ineffectiveness and Inefficiency

Restoration and training services preparatory to vocational placement seems to be inadequate in both effectiveness and efficiency.

Prioritized Evaluation Objectives

A. To define (operationally) restoration and training services.

B. To prioritize evaluation need areas in restoration and training services.

C. To determine desired restoration and training service (in terms of objectives which will require definitions, criteria, measurements and appropriate information systems to evaluate outcomes).

D. To determine restoration and training costs.

E. To determine effectiveness/cost for alternate service systems in restoration and training.

F. To develop and implement methods of utilizing evaluation outcome data such as: (a) providing feedback to service providers and (b) facilitating policy-procedure decisions to improve performance.

Rationale for Prioritization

Objectives represent elements and sequences by which effectiveness and efficiency of restoration and training support services may be improved.

Evaluation Projects

Project 1: Formulation of a framework for the evaluation of restorative and training services supporting the VR program.

Purpose: To establish basic operating definitions, objectives, criteria, and information systems for monitoring restoration and training outcomes and costs; to develop a method which is usable by state VR agency personnel to evaluate restoration and training; and to provide performance indicators with regard to improving preparation of clients for vocational placement.

Approach: Contract utilizing consortium of evaluation experts, state-federal VR representatives, and restoration and training providers. Modified Delphi Technique.

Timing: A 24 month project to be implemented as soon as possible.

Project 2: Determination of effectiveness/cost of alternative restoration and training services supporting the VR program.

Purpose: To provide decision-making information regarding which support agency VR should use and why; and to feedback information to support agencies for consideration in improving their patient or client outcomes, consistent with the objectives of maximum vocational placement at least cost.

Approach: Selected VR state agencies identify key restoration and training providers for evaluation. Track their past patients/clients through to VR closure. Utilize framework developed in Project 1 with technical assistance of Project 2 staff.

Timing: A 12 month project to be implemented and completed after Project 1 in FY '79.

Problem II: Limited and Fixed Resources

In many states, an increasing percent of fixed agency resources are expended for restoration and training in extended evaluation to meet the mandate for serving the severely disabled. Thus, the availability of resources for other rehabilitation services is reduced.

Prioritized Evaluation Objectives

A. To define the performance criteria and measurement devices for evaluating extended evaluation services.

B. To define alternative methods of evaluating client potentials and determine their relative effectiveness and efficiency for both severely and non-severely disabled.

C. To determine the pattern of utilization of extended evaluation activities by different State VR agencies in terms of the extent used, costs expended, and outcomes.

Rationale for Prioritization

Objective B is the most important because of its subsequent utilization potential for improving the use of fixed resources. Establishing performance criteria (Objective A) must, however, be addressed prior to evaluating effectiveness and efficiency (Objective B). Objective C will offer a state-of-the-art relative to determining eligibility and may be addressed independent of Objective A and B.

Evaluation Projects

Project 1: Exploration of performance criteria and measurement devices for evaluating extended evaluation services.

Purpose: To identify existing performance criteria and measurement devices.

Approach: A survey should be made of the literature and of current state agency practice to identify performance criteria and measurement devices. Deficiencies in current practice should be identified. Performance criteria and related measurement devices may subsequently be developed.

Timing: A 12 month (or less)project which should be implemented immediately.

Project 2: Methods of evaluating client potential, effectiveness, and efficiency.

Purpose: To develop recommendations for organizational utilization of client evaluation resources.

Approach: Identify different methods of evaluating client potential for VR eligibility. Compare effectiveness and efficiency of the identified approaches for both severely and non-severely disabled clients.

Timing: A 24-36 month project preceded by Project 1. Implementation and completion dates are not specified.

Problem III: Environmental Modification

The need to modify and adapt the job environment to the needs of the handicapped has not been fully responded to in the training and support program.

Prioritized Evaluation Objectives

To determine the extent to which job engineering, modification, job development, and architectural barrier removal have contributed to the placement process.

Rationale for Prioritization

Project 1: Evaluation of the Rehabilitation Engineering Center program.

Purpose: To determine whether engineering expertise can significantly contribute to placement.

Approach: Compare the effectiveness of Rehabilitation Engineering Center efforts at job re-engineering with traditional job modification re-engineering efforts.

Timing: A 12 month project to be initiated in FY '79.

Project 2: Evaluation of architectural barrier removal as promoted by VR agencies.

Purpose: To ascertain the contribution that architectural barrier removal has made on employment of VR clients.

Approach: Obtain a statistical sample by region and measure the knowledge of VR counselors and others of relevant barrier removal legislation and procedures.

Timing: A 12 month project to be implemented and completed in FY '78.

Problem IV: Relationship of Training Program to Opportunity Structure

Current training effort is not based upon an accurate assessment of job conditions and opportunities.

Prioritized Evaluation Objectives

To determine the extent to which manpower forecasting and labor analysis are utilized in establishing the content, process, and job-training skill programs of VR supported training.

Rationale for Prioritization

Not specified

Evaluation Projects

Project 1: Surveying of training activities to identify the role of manpower planning and forecasting in determining training structure and eventual placement.

Purpose: To determine if the manpower forecasting process has significantly contributed to the success rates and the appropriateness of post-training placement.

Approach: Survey a stratified sample of personnel in proprietary training programs, state operated rehabilitation facilities, and other rehabilitation facilities to determine their knowledge, understanding, and application of manpower forecasting principles techniques and the differential outcomes related to their use.

Timing: A 12 month project to be initiated in FY '78.

Project 2: Assessment of the differential impact and effectiveness of vocational training services grants in rehabilitation facilities.

Purpose: To determine whether utilization of manpower forecasting and job analysis contribute to successful quantitative and qualitative placement results.

Approach: Follow-up clients who received training services during the past ten years to relate utilization of manpower forecasting to short-term and long-term employment.

Timing: Time is unspecified. (A follow-up study to Project 1, incidence study FY '79, which should not be undertaken unless a significant number of vocational training service projects have indicated utilization of manpower analysis).

Project 3: Assessment of Projects With Industry.

Purpose: To determine whether the Projects With Industry program utilizes manpower forecasting in determining project priorities and to establish the full costs of providing such service.

Approach: Not specified.

Timing: Not specified.

Problem V: Relationship of Training and Employment

Client completion of vocational training program is not appropriate for employment outcomes.

Prioritized Evaluation Objectives

A. To determine if the training objectives were appropriate for the client.

B. To determine if the client's training objective was consistent with potential and real job requirements.

C. To determine if the training did or did not provide the individual client with appropriate skill competencies.

Rationale for Prioritization

These objectives represent logical components for evaluation to determine the adequacy of training in producing outcomes which relate to appropriate placement.

Evaluation Projects

Project 1: Taxonomy of vocational training outcomes which relate to occupations.

Purpose: Not specified.

Approach: Not specified.

Timing: Not specified.

Problem VI: Cost/Benefits

There is increased allocation of fixed resources for restoration and training to "high-cost - low-outcome clients" who ultimately do not reach gainful activity.

Prioritized Evaluation Objectives

A. To determine the extent (amount and ratio) of "high-cost - low-outcome client" service expenditure to total client service expenditures.

B. To define performance criteria and measurement devices for evaluating the effectiveness of providing restoration and training services to "high-cost - low-outcome clients."

C. To compare the effectiveness and costs of alternative restoration and training services.

Rationale for Prioritization

Objectives represent a logical sequence for evaluating the costs expended by state agencies on "high-cost - low-outcome clients" who are not rehabilitation at the time of exit from the rehabilitation process.

Evaluation Projects

Not specified.

Approach: Not specified.

Timing: Not specified.

SUB-GOAL III

EMPLOYMENT

To improve through state agencies the process of job identification, placement, and follow-up support and assure increased opportunities for optimal employment related to the present and potential job market including homebound employment and the self-employed.

Problem I: Enhancing Job Opportunities

Information is lacking about whether counselors and agencies are functioning with maximum efficiency and effectiveness in preparing, placing, retaining, and enhancing job opportunities for handicapped individuals with emphasis on severely disabled.

Prioritized Evaluation Objectives

A. To determine the extent to which counselors have access to support systems (e.g., job banks, medical, specialized services, training programs, consultation from business and labor unions, etc.) in the areas of preparation, placement, retention, and enhancement.

B. To determine variables and influences, with particular emphasis on employment and the world of work, which affect the functions of the counselors in their interaction with clients in the areas of job preparation, placement, retention, and enhancement.

C. To determine whether differences in client characteristics affect: (1) service needs, (2) services delivered, (3) rehabilitation success, and (4) client earnings.

Rationale for Prioritization

These objectives represent the essence of the rehabilitation function. It is important, therefore, to identify and to access existing knowledge, assumptions, practices, and agency support systems as they influence the employment goal of the rehabilitation system. It is anticipated that increased knowledge in this area will shape counselor practices, resource allocation, and agency policy.

Evaluation Projects

Project 1: A study of methods of job preparation and placement of the severely disabled.

Purpose: To evaluate the efficacy of alternative methods of job preparation and placement and to provide counselors with information on those techniques which prove most effective in preparing severely disabled clients for the world of work and which lead to the most effective placements of severely disabled clients.

Approach: Examine practices in the various state agencies, the private agencies, and other public facilities to seek improvements and innovations which may be used by all those in the public and private rehabilitation community. This evaluation research should be fed back into the system for immediate validation or rejection by the program.

Timing: A 36-48 month project. Implementation date not specified.

Project 2: The identification and assessment of the differential patterns of agency support in the areas of job preparation, placement, retention, and enhancement.

Purpose: To assess those systems which are most effective and efficient in supporting the counselors function in job preparation, placement, retention, and enhancement.

Approach: A select sample of state and private agencies will be drawn; interviews and/or questionnaires will be directed to staff at all levels; and attention will be given to such support systems as job banks and special support services, staff, and linkages with other agencies, etc. An analysis should be made of documentary materials, and an observation undertaken where appropriate.

Timing: A 12 month project (Additionally, a possible long-term evaluation study on demonstrating and testing alternative support systems may be derived from short-term evaluation study). Implementation date not specified.

Project 3: Assessment of the manner and degree to which counselors utilize labor market and other world of work variables in relating to job preparation, placement, retention, and enhancement of needs of clients.

Purpose: To determine the counselors level of knowledge and the manner in which they utilize such knowledge of the world of work in their interaction with clients and to determine the comparative significance of the world of work variables with other variables in the counselors decision making process.

Approach: Conduct an in-depth qualitative study which will involve in-depth face-to-face interviews with a comparatively small sample of counselors. Make a content analysis of case records and available tape recordings of counselor/client interviews.

Timing: A 12 month project beginning in FY '78.

Project 4: Assessment of the impact of the client characteristics on services needed and client outcomes determined by job preparation, placement, retention, and enhancement.

Purpose: Not specified.

Approach: Obtain a sample of state agencies and private facilities. Within each agency, analyze selected case records and interviews with clients and counselors. Emphasis should be placed on such variables as work history, education, family support, etc.

Timing: A 12 month project beginning FY '78.

Problem II. Lack of Data on Validity and Reliability of Information

Data regarding the validity and reliability of existing, routinely collected program data and the need for additional data are missing.

Prioritized Evaluation Objectives

A. To evaluate the reliability and validity of routinely reported data (e.g., R-300, P.E. standards).

B. To identify proposed analyses which will require the expansion of the data base (e.g., affirmative action, employer incentives, costs, etc.).

C. To develop an outline of this expanded data base system and determine the validity and reliability of the data.

D. To evaluate the management of the data base systems.

F. To create a census of the population eligible for VR services.

Rationale for Prioritization

Because a current study along this line is being conducted, this important issue was designated as second in order to reiterate its importance and the need for continuance while giving higher priority to other, perhaps not yet considered, evaluation issues.

Evaluation Projects

Project 1: An evaluation of the validity and reliability of routinely collected/reported data.

Purpose: To determine the existence of any errors in the present data base.

Approach: Use a combination of case file review, interview, and hand tabulation vs. computer tabulation to identify errors.

Timing: A 12 month project to be implemented and completed during FY '78.

Project 2: Identification of the need for an expansion of present data base.

Purpose: To expand evaluation capabilities through the expansion of available data collected on a routine basis.

Approach: Identify data requirements for proposed evaluations (e.g., affirmative action, employer incentives, non-duplicated case service costs, etc.) and determine which data is non-existent or non-existent on a routine basis.

Timing: A 24 month project to be implemented during FY '78 and completed in FY '79.

Project 3: Evaluation of the validity and reliability of expanded data base.

Purpose: To determine the existence of any errors in the additional data collected and to determine if the additional data (or the additional process) resulted in invalidating any parts of the existing system.

Approach: Use a combination of case file review, interview, and hand tabulation vs. computer tabulation to identify errors.

Timing: A 24 month project to be implemented during FY '80 and completed in FY '81.

Project 4: A study of the allocation of overhead costs of the VR program.

Purpose: To determine how overhead costs should be distributed among different cases (Current evaluations of the program often include class-specific benefit-cost analysis. These evaluations are based upon overhead case allocations which are prorated. This is clearly untenable. The amount of counselor effort, as well as other overhead, varies depending upon the degree of severity, case complexity, etc. With upwards of 1/2 of the program costs being indirect (overhead) costs, it is crucial that we understand the nature of these overhead costs and how they can be managed more efficiently).

Approach: Contact an accounting firm, particularly one with expertise in cost accounting and management of overhead, to study the resources used in the treatment of rehabilitation clients. These resources should be "allocated" explicitly by case. Monitor a random sample of clients throughout the rehabilitation process. Care should be taken to insure that a sample is drawn which will at least allow for overhead allocation over broad disability groups, demographic groups, and levels of severity.

Timing: A 24 month project. (Average time in the program is approximately 18-24 months, and a two year project would allow the accounting firm to follow clients from intake through closure). Implementation and completion dates not specified.

Problem III: Equity of Process and Outcome

Information is lacking about whether the placement process and outcome are equitable in regard to sex, nature and severity of disability, and other significant demographic variables of the client.

Prioritized Evaluation Objectives

Survey the placement process and outcomes to assess the equity of the system in regard to the sex, severity, and nature of the disability of the client to determine the interaction of the variables upon the

outcome of placement and retention of client in his/her field of employment.

A. To determine the impact of sex, nature, and severity of disability, etc., upon the placement process.

B. To determine the impact of sex, nature and severity of disability, etc., upon the quality of placement.

C. To determine the impact of sex, nature and severity of disability, etc., upon the retention of the person in the job market.

D. To explore the impact of sex, nature and severity of disability, etc., upon optimal employment related to the present and potential job market including homebound employment and self-employment.

Rationale for Prioritization

Non-discriminatory practices are both a legal and human requirement of the rehabilitation system. At the same time, treatment and service must be based upon the needs of the individual client. In order to assure increased opportunities for optimal employment, equity of the placement process and outcome must be considered a high priority.

Evaluation Projects

Project 1: Equity of placement in reference to sex of client, nature and severity of client's disability (and other demographic variables).

Purpose: To explore the equity of placement in regard to sex of client, nature and severity of client's disability and other client variables (e.g. cultural, background, age, time of onset of disabling condition, education, marital status, work history, etc.) upon the quality of placement.

Approach: Conduct an analysis of a national data sample; explore and deferentially analyze the variables (i.e., sex, severity and nature of disability, etc.) associated with the quality of job placement. Generate criteria of job placement quality and establish an evaluative rating. Draw a national sample and conduct a state-by-state examination to identify the nature and quality of job placement for individual clients in the sample. Relate the impact of the client's sex and the nature/severity of the client's disabling condition to the quality of client placement.

Timing: A 36 month project. Implementation and completion dates not specified.

Problem IV: Incentives and Disincentives

Relatively little seems to be known about the factors that may act as incentives and disincentives on the performance of rehabilitation counselors, particularly with respect to job development, placement, and follow-up.

Prioritized Evaluation Objectives

A determination is needed as to the effect of implicit and explicit incentives of the program's efforts in job identification, placement and follow-up support.

A. To examine the effect of the current closure system on a counselor's performance with respect to job identification, adequacy, and effectiveness of placement and follow-up.

B. To determine the relative strength of incentives and disincentives which affect client behavior and the likelihood of attaining status 26.

C. To determine the efficiency of various techniques to circumvent disincentives to 26 closure which are external to the rehabilitation system.

Rationale for Prioritization

The entire population at risk, as well as the professional rehabilitation community, is subject to incentives and disincentives which may induce specific behavior. The induced behavior may be beneficial in terms of quality rehabilitation closures, or it may mitigate against the mission of the program. Attention to these incentives-disincentives could lead to gains in program performance and social well-being.

RSA has been aware of the implications of incentives and disincentives in the program. The program has sponsored research in weighted case closure with an interest in investigating the alternative methods of evaluating counselor performance. In addition, the program has funded a study by the University of Alabama which initiates research in disincentives mitigating against 26 closures. This research should build on RSA's previous efforts.

An understanding of the dynamics of incentives and disincentives, both external and internal to the program, could lead to more effective legislation in the social welfare and disability areas.

Evaluation Projects

Project: Evaluation of current incentives and disincentives for the employment of the severely disabled.

Purpose: To develop a rational picture of incentives/discentives with regard to employment of the severely disabled in order to improve the delivery systems.

Approach: Compare different systems of incentives/disincentives in different societies and its effect on employment of the severly disabled. Conduct a comparative study of employed versus unemployed severely disabled in relationship to the role of incentives/disincentives in employment.

Timing: Not specified.

Problem V: Coordination of External Resources

Interdisciplinary based planning and coordinated service delivery systems are essential in meeting the rehabilitation needs of clients; however, very little data are available from evaluation which may be used as a basis for improving coordinated service delivery.

Prioritized Evaluation Objectives

Identify and evaluate present systems/procedures of multi-organizational service delivery on preparation, maintenance, and enhancement of employment, and develop a definition of evaluation adequacy, efficiency, impact, effectiveness, equality.

A. To develop a method for evaluating coordination of: facilities, e.g., institutions, housing, transportation, funding support systems; attendant support services, e.g., feeding, toileting, dressing; and coordination of governmental agencies at all levels.

B. To develop outreach to union resources.

C. To develop alternative efforts to enforce barrier free environment.

D. To develop alternative methods of coordination with employers.

E. To develop alternative methods of coordination of competing needs for placement of different placement groups.

F. To evaluate efforts of affirmative action for placement of disabled.

G. To evaluate public educational efforts to enhance the image of the work role of the disabled.

Rationale for Prioritization

Not specified.

Evaluation Projects

Project: Alternative methods of coordinating resources.

Purpose: To evaluate the current approaches to the coordination of external resources (facilities, services, agencies) in meeting the changing needs and optimal methods for delivering services to the severely disabled (these activities might include methods for improving placement, maintenance, and job enhancement).

Approach: Develop a method for evaluating coordination of services. Evaluation should include measures of effectiveness, impact, efficiency, adequacy, and equity. Investigate a number of allied problems related to coordination and employment including, among others, the following: (1) different criteria used by participating agencies in measuring output; (2) methods of coordinating after care and "follow-along" services to maintain employment; and (3) alternative methods of financing rehabilitation services. Review alternative approaches to deal with housing, transportation and other barriers to employment especially in regard to job maintenance and enrichment.

Timing: A 36 month project (First year may be needed to develop methodology for evaluation of the coordination of services. Years two and three may be needed to conduct the field study and publish results). Implementation and completion dates not specified.

SUB-GOAL IV

CAPACITY BUILDING

To improve State capacities in policy, program, and resource management so that available rehabilitation resources can best be utilized to achieve the program mission, goal, and sub-goals.

Problem I: Evaluation Methods

Empirical data is lacking about whether capacity building can take place unless service organizations have continuous and consistant technically competent methods of evaluation of outcomes.

Prioritized Evaluation Objectives

To describe and evaluate existing and proposed evaluation models which will enable the identification of optimal model(s), including measureable objectives to be applied to the RSA and VR systems.

Rationale for Prioritization

This objective has highest priority because it is fundamental to all evaluation activity required by the law (Section 401, Rehabilitation Act of 1976 and RSA regulations). It is the activity which must occur first. It would also build on previous R & E projects.

Evaluation Projects

Project 1: State-of-art-study of alternative evaluation models applicable to RSA program.

Purpose: To make use of the existing knowledge and select feasible direction.

Approach: A search (literature and other sources).

Timing: A 12 month project, in the first year of a long term project. Implementation and completion dates not specified.

Project 2: A bank of evaluation instruments related to desired

results (outcome and process): tools for VR administrators and counselors.

Purpose: To assure the relevance and accessibility of evaluation instruments to the continuing problems of the agency.

Approach: Search existing information systems and catalog identified materials.

Timing: A 12 month project in the second year of a long term project. Implementation and completion dates not specified.

Project 3: Establishment and application of criteria to evaluation model(s).

Purpose: To assure valid and reliable assessment.

Approach: Search literature, survey agencies, and use consultation team.

Timing: A 12 month project in the second or third year of a long term project. Implementation and completion dates are not specified.

Project 4: The design of a caseload performance evaluation system as part of "bottoms up" evaluation planning system.

Purpose: Not specified.

Approach: Not specified.

Timing: Not specified.

Problem II: Outcome Measures

It is not known whether consistent and technically competent outcome measures can be developed which will improve program performances.

Prioritized Evaluation Objectives

To establish an ongoing program evaluation system to improve VR performance at top management, middle management, and case carrier levels (This system could be used to evaluate the accomplishment of stated VR agency goals and the processes leading to the attainment of these goals).

Rationale for Prioritization

This objective flows naturally from the first objective under Subgoal III. It is important because it helps to carry out the law (Section 401) and its regulations in concrete terms and allows for practical evaluation of the project(s). It would also take advantage of prior R & E work.

Evaluation Projects

Project: A pilot test of optimal program evaluation systems.

Purpose: To pilot test theoretically optimal program evaluation systems in a few locations to determine how these systems can be made to actually work in the field.

Approach: Test theoretically "best" systems among a collection of state-of-the-art program evaluation systems to determine if they actually work in total. Study the interaction of parts to determine necessary modifications to make them feasible on a generalized basis.

Timing: A 24 month project of a long term project (Two years length of time necessary to locally develop, implement, and test specific effects of the program evaluation system on the ultimate mission of the agency being evaluated). Implementation and completion dates are not specified.

Problem III: Incentives and Disincentives

Added knowledge is needed about what combination of incentives or disincentives (barriers) operate to further impede the installation and the utilization of program evaluation (What is the federal role?)

Prioritized Evaluation Objectives

To develop a optimal set of incentives, which when structured within an organization, will encourage the development, installation and utilization of evaluation systems in such a way that program performance will be maintained and improved.

A. To determine why existing incentives have not contributed more toward the development of technically competent evaluation systems in the programs and projects of RSA.

B. To determine why current incentives have not contributed more toward the installation and utilization of an existing evaluation system which is appropriate to a program or project within RSA.

C. To determine why existing incentives have not enhanced a greater degree to which the evaluation system improves program perfcr-mance.

Rationale for Prioritization

These objectives seem logical in sequence to Objectives A and B. After a system is developed, it needs to be put in place. The manner in assuring the use of any system needs to be determined and brought to bear on its installation. Temporarily, therefore, it is intermediary. Hopefully, it would build on prior R & E knowledge.

Evaluation Projects

Project 1: Resistance/acceptance of installation of evaluation in VR facilities.

Purpose: To determine conditions under which successful installation and utilization of evaluation systems take place (CARF requirements that facilities install an evaluation system in each facility has met with variable success).

Approach: Survey states/locals that represent a continum from least to most successful installation of facility evaluation system.

Timing: A 36 month project beginning in FY '78.

Project 2: Use of incentives to increase desired program performance.

Purpose: To obtain a set of performance evaluation data on a group of counselors, supervisors, or district VR managers and to relate their performance level to a pre-determined level of reward/incentive to test the reward/incentive system (Evaluation results are frequently unrelated to management decisions).

Approach: Set up experimental groups, reward system, evaluation performance and criteria in three state agencies related to three or four types of disabled clients.

Timing: A 36 month project beginning in FY '78.

Project 3: Effects of changes in availability of money resources absolutely and temporarily on delivery of service to the client and support agencies.

Purpose: To define specifically any detrimental effect of the availability of money services on the services delivered to the client and/or the system (organization).

Approach: Not specified. (This has the greatest priority within the problem area since any detrimental effect must be defined).

Timing: A 12 month project.

Project 4: A study of the effects of providing RSA funding for the establishment of a program evaluation staff in VR program.

Purpose: To test the hypothesis that providing funds for a staff member, with appropriate support dedicated to the mission of program evaluation, would result in a more effective effort than is now experienced.

Approach: Select certain agencies within the system which are comparable in mission. Within this selection, provide identified agencies with funding to provide staff. After a specified time, compare the results of the effect of their program's evaluative activity.

Timing: A 36 month project to be implemented in FY '78 and completed in FY '81.

Project 5: Identification of the conditions or incentives which effect organizational response to program evaluation requirements.

Purpose: A case study of agency(ies) to determine what incentives are required to enable it to respond to program evaluation missions.

Approach: Develop a catalog of incentives, such as funding, staffing, and training, and determine their impact on performance. Conduct a case study of agencies.

Timing: A 24 month project. Implementation and completion date not specified.

Problem IV. Extra-Agency Influences

Information is lacking about how extra-agency factors operate to affect achievement of goals to serve the severely disabled and other special target groups.

Prioritized Evaluation Objectives

To determine the nature and effect of extra-agency factors on a state agency's ability to achieve service goals and to solve unmet client needs.

A. To determine the effects on money resources and their impact on service to severely disabled and other special target groups.

B. To determine the relation of legislators on service to severely disabled and other special target groups.

C. To determine the relation of consumer groups on service to severely disabled and other special target groups.

D. To determine the effects of funding delays on service to severely disabled and other special target groups.

E. To collect and disseminate labor market and social-political trends.

Rationale for Prioritization

These objectives deal with more diffused data which makes them more difficult to utilize or generalize. While important, they are more peripherally related to the concerns represented by I-III, prior objectives under Subgoal IV. These also affect primarily special target groups as opposed to total program.

Evaluation Projects

Project 1: Evaluation of the impact of existing budget and fiscal policies on VR organizations.

Purpose: To identify detrimental effects and to offer solutions for current budget and fiscal policies which seem to have undesirable effects on programs and projects funded by the Rehabilitation Act of 1973.

Approach: Define unit of analysis (What projects and programs are to be evaluated?); define factors (budget and policy changes) which have occurred; develop instrument to determine change; apply instrument to the program/project; describe impact; and suggest changes.

Timing: A 12 month project. Implementation and completion dates are open.

Project 2: Evaluation of the impact of RSA support programs on the State Federal VR Program.

Purpose: To recommend changes in support service programs which could help the state/federal program to better achieve their goals.

Approach: Identify the RSA support programs; determine what their impact on state programs should be and develop an instrument to measure it; apply instrument to determine actual impact; describe divergence and conformance; and make recommendations.

Timing: A 12 month project. Implementation and completion dates are open.

Project 3: A study of the impact of significant others on VR program performance.

Purpose: To determine how others (organizations and individuals) can be mobilized to assist the VR program to improve performance.

Approach: Define significant others; determine how they may impact on VR; develop instrument to assess impact; and determine and recommend ways in which significant others can be used constructively.

Timing: A 12 month project. Implementation and completion dates are open.

Project 4: A study of the ability of organizations to cope with disequilibrium brought about by policy and programatic changes.

Purpose: To determine how organizations can respond in an effective fashion to changes in policy and programs of RSA.

Approach: Determine the organizations which will be assessed; determine policy and program changes that have been assessed; develop an instrument to measure organizational response; apply instrument; determine findings; and make recommendations.

Timing: A 12 month project. Implementation and completion dates are open.

Problem V: Coordinated Service Delivery Systems

The consequences of comprehensive coordinated service delivery systems (umbrella) on rehabilitation management and work performance are not fully understood.

Prioritized Evaluation Objectives

To assess the effects of comprehensive coordinated service delivery systems (including "umbrella" agencies) on rehabilitation management in meeting client needs and agency accountability goals.

Rationale for Prioritization

While important in some instances, this objective has more limited application and so it comes last. This is not to negate the potential effects. However, too frequently this problem arises through ignoring prior R & E results.

Evaluation Projects

Project : A study of the effects of degrees of integration and coordination of rehabilitation service delivery systems on rehabilitation management.

Purpose: To determine how comprehensive service delivery systems and "umbrella" agencies affect the ability of rehabilitation (especially VR) agencies to meet client needs and agency accountability goals.

Approach: Conduct a state-of-the-art study to identify outcomes of such activities as services integration projects on the meeting of client needs and the ability of rehabilitation agencies to account for their financial, professional, and managerial contributions. A survey would identify state VR agencies which are part of

"umbrella" agencies of various types, e.g., human resources, manpower, etc., as well as those which are comparatively "independent" e.g., commissions. Comparisons on a variety of factors (e.g., client needs identification and fulfillment, numbers accepted for service, administrative costs as part of total costs, client service costs) between agencies identified above.

Timing: A 24 month project to be implemented in FY '80.

APPENDIX A

REHABILITATION PARTICIPATORY PLANNING CONFERENCE

LSIT OF PARTICIPANTS

REHABILITATION PARTICIPATORY PLANNING CONFERENCE

January 10, 11, 12, 1977
Ann Arbor, Michigan

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UM-RRI, March, 1977

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APPENDIX B

DESIGN FOR PARTICIPATORY CONFERENCE ON EVALUATION

DESIGN FOR PARTICIPATORY CONFERENCE ON EVALUATION

SUNDAY EVENING Caucus Room - Main Floor

Registration	Name tags with small group color code
Social Hour	Getting together with people in group
Reference Materials	List of RSA '78 Evaluation Objectives, List of Projected FY "78 Evaluation Projects

MONDAY

9:00 Chairperson - introduction, etc.

Keynote - Goals of Conference.....Dr. Garrett

Conference Design and Logistics.....RRI Staff

- Common categorization to be used for all prioritization

10:00 Coffee in small group rooms

Group Assignments

1. Presentation of group leader and participants
2. Take single RSA subgoal as content area and classify and prioritize problems
3. Identify problems in providing rehabilitation evaluation
   - Identification of evaluation problems
   - Which problems best evaluated by States, by Federal Government
   - Effective State/Federal administration of evaluation
   - Evaluation utilization

Group Leaders (4) and Recorders (4)

12:00 Lunch

1:30 - 3:30 Wrap up group assignments

- Relate to RSA subgoals

UM-RRI, March, 1977

MONDAY (Continued)

3:30 - 4:30	Plenary Session - 4 group reports
	- Chaired by CSAVR selected person (all plenary sessions)
	Subject: "Prioritized Problems for Evaluation Presented by RSA Subgoal"
4:30 - 5:30	Small Groups - 4 Group Leaders and 4 Recorders
	- Each take single goal; prepare integrated report from input of 4 groups

TUESDAY

8:00	Plenary Session
	Subject: "Prioritized Problems Classified by Goals"..... RRI Staff, evening before
9:00	Small Groups: 4 Leaders, 4 Recorders
	Develop Report #2 "Prioritized Evaluation Objectives Based on Prioritized Problems"
	Coffee in small group rooms
12:00	Lunch
1:30 - 3:30	Wrap up Group Assignments
	- Relate prioritized objectives to RSA subgoals and to prioritized problems
3:30 - 4:30	Plenary Session Subject: "Prioritized Objectives Amenable to Evaluation"
4:30 - 5:30	Small groups prepare Report #2 on "Prioritized Evaluation Objectives Presented by RSA Subgoal and Subsumed under Prioritized Problems" as for Report #1
	- 4 Leaders, 4 Recorders
6:00	RRI prepare Report #2

WEDNESDAY

8:00	Plenary Session

WEDNESDAY (Continued)

8:00 Subject: "Prioritized Evaluation Objectives Presented by RSA Subgoal and Subsumed under Prioritized Problems"

9:00 Small Groups 4 Leaders, 4 Recorders

- Develop Report #3: "Strategy for Evaluation Projects to Achieve Objectives, FY 78-82 (Develop titles, concrete and explanatory, and short rationalization for the project)

12:00 Lunch

1:30 - 2:30 Wrap up Group Assignment

2:30 - 3:30 Plenary Session - 4 Group Reports

Subject: "Project Strategies".

- RRI prepare Report #3 relating Project Strategies to Prioritized Problems and Objectives